



Lessons Learned ISAF III

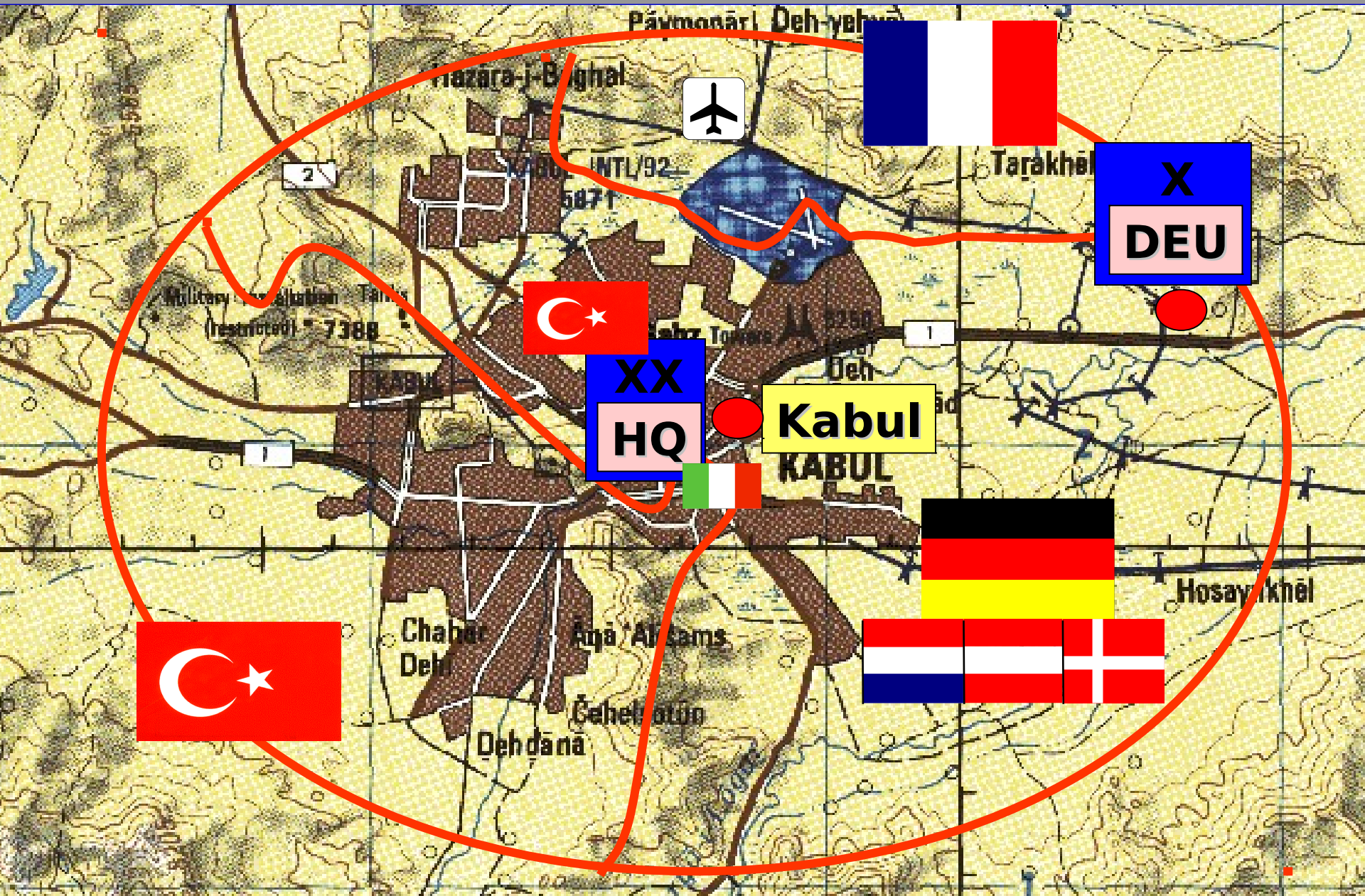


Armed Forces Staff V
Federal Ministry of Defence
Brigadier General Manfred Engelhardt

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ISAF Area of Responsibility





AGENDA

Political and Strategic Planning Process

Decision Making

Strategic Planning

Campaign Planning

Conduct of Operations

Deployment

Operational Concept

JFC HQ ISAF

Summary & Recommendations



AGENDA

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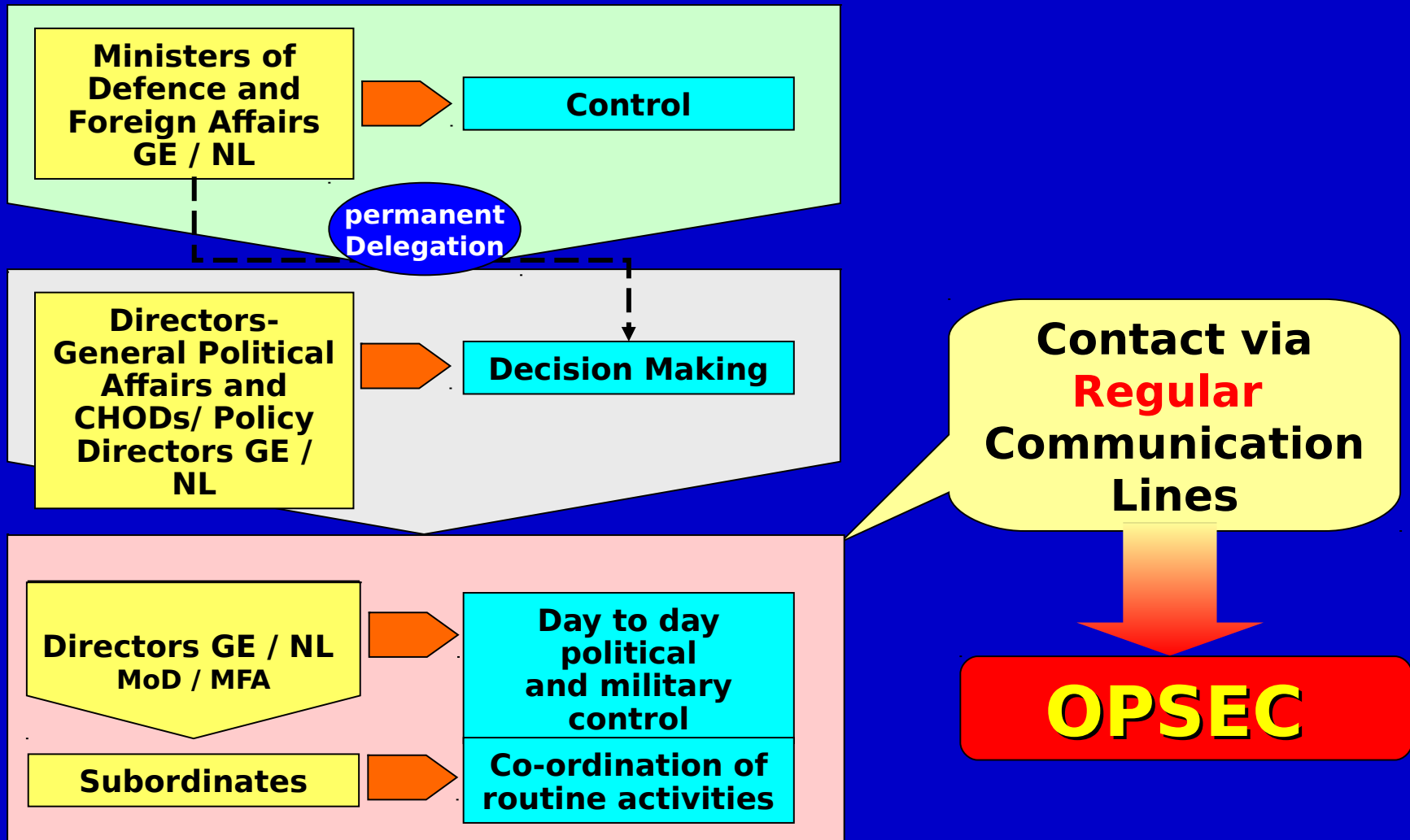
Summary & Recommendations

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ISAF III - Command Structure

Political and Strategic Level

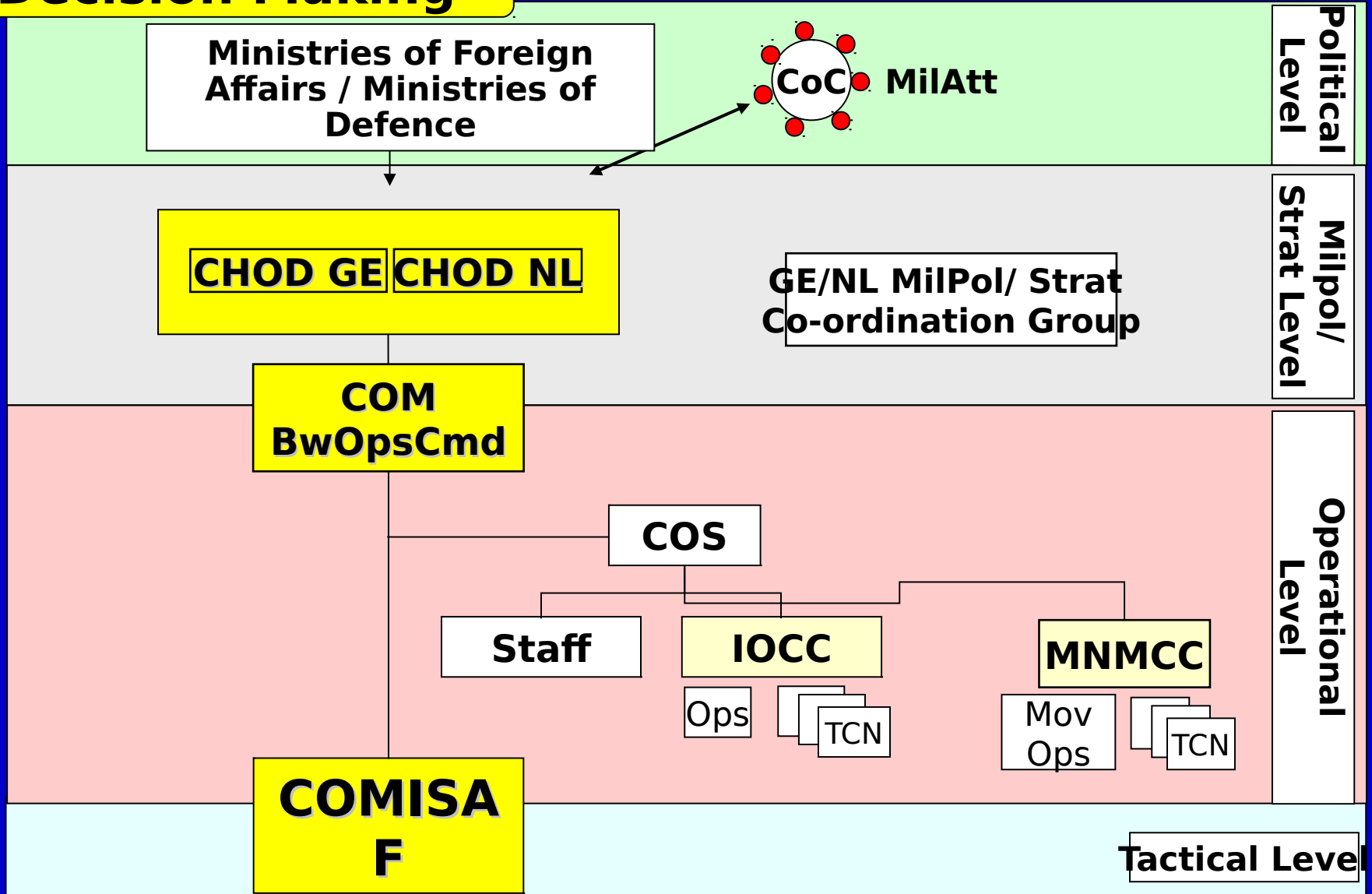


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Political & Strategic Planning Process

Decision Making





Political & Strategic Planning Process

Strategic Objective

Multi-National Operation IAW
Political and Strategic Reasoning

Complexity
Interoperability



Critical Factors

Operation
Confidence / Credibility
Respect
Partners / Teams
Patience

Influencing Factors

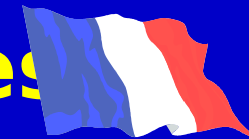
Maintaining Operational Balance

Definition of: **Desired Endstate**
Termination Criteria
Extraction Criteria
Rules of Engagement

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Political Directives



**Intensive
Information Campaign
required**

Send positive Signals:

**Stabilize
Nation Building
Assistance vs. Occupation Force**

**No
Heavy Metal**

Maintaining Operational Balance



**Force
Protection**



Political & Strategic Planning Process

Campaign Planning

- **Operational Challenges**
 - **Multi-National "Lead Nation" Function**
 - **Legal Situation**
 - **Operational Planning**



Political & Strategic Planning Process

Lessons Learned

At Every Level:
Have a Vision
Give a **Guidance**

Use Common
Standards

Maintain
Information Flow
at all Times and
Planning Stages

Strat. Campaign Plan

Deconfliction of
Interests &
Responsibilities

Structural &
Organisational
Prerequisites

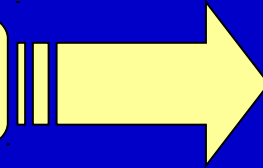
...in early Stages of the
Planning Process



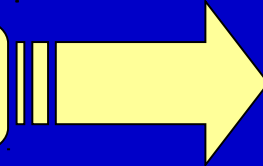
Political & Strategic Planning Process

Lessons Learned

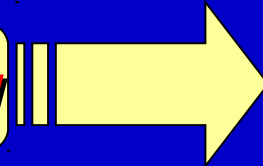
Guidance



Standards



Information Flow



**Efficient
Planning**

requires

**Strategic
Decisions**



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Political and Strategic Planning Process

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Conduct of Operations

Deployment

- **Encountered Shortfall**
 - **Harmonisation of the Planning Process**
 - **Overall "Desired Order of Arrival" (DOA)**
 - **Late Political Decisions**
 - **Limited Transport Capability**
 - **Limited Flexibility**
 - **National Regulations**
 - **Non-existing GE Cargo Tracking System**





Conduct of Operations

Lessons Learned

Guidance

Define Responsibilities over all levels

Include Options

Define Timelines / DOA / Priorities

Standards

Standardize multi-nat. Transport R

Establish Combined & Joint Planning

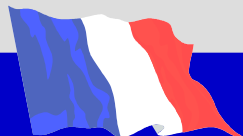
Information Flow

Share Information between Nations
over all levels within the C2-Structure



C2 Structure ISAF III

CHOD GE - CHOD NL



Newly established Joint Command caused **Acceptance Problems** by individual Service Commands, resulting in ...

COM BwOpsCmd



COS BwOpsCmd

IOCC

MNMCC

Staff BwOpsCmd

COM ISAF



... Service Commanders
Overriding Chain of Command



Conduct of Operations

Operational Concept

IOCC: The Mission

- **Observe & analyse political and military situation development in theatre**
- **Develop Operational Directives**
- **Develop Contingency Plans**
- **Inter-Nation and Inter-Agency Co-ordination and Harmonisation**



Conduct of Operations

Lessons Learned

Guidance

Single Directives vs.
Overall Strategic Campaign Plan
resulted in
Case by Case Decisions
resulted in
Incompleteness & Timeliness

Standards

Use of standardized
Documents (**NATO**) & Equipment

Information Flow

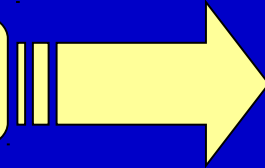
Information Registration &
Organisational Management
prior
starting the Mission



Conduct of Operations

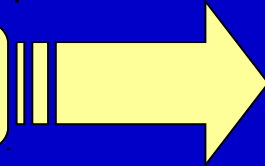
Lessons Learned

Guidance



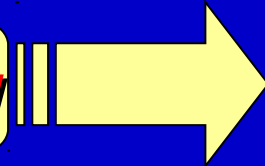
Key to Success

Standards



is a

Information Flow



timely OPLAN



Conduct of Operations

JFC HQ ISAF

Challenges

- **Maintain Freedom of Action**

Influencing Factors

- **Mandate**
- **Force Composition**
- **Capabilities**

- **Analyse Situation**

- **Intel Driven Operations**

- **Take Proper Action**

- **Fast Access to Advice**

OPSEC

Close Liaison with Key Stakeholders critical for keeping Situational Awareness

Integrate Mission tailored Staff Elements

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Car Bomb Attack Kabul 07 Jun 2003

Guidance

Standards

Information Flow

**The System
worked**

**Uninterrupted and
quick
Information
Exchange
assured
optimum support
throughout
the
Chain of Rescue**



Activating the Chain of Rescue

Action in Germany:

Analyse Data (X-Rays)
in Bw Central Hospital

Advice & Recommend
Ensure proper Treating
of the Wounded

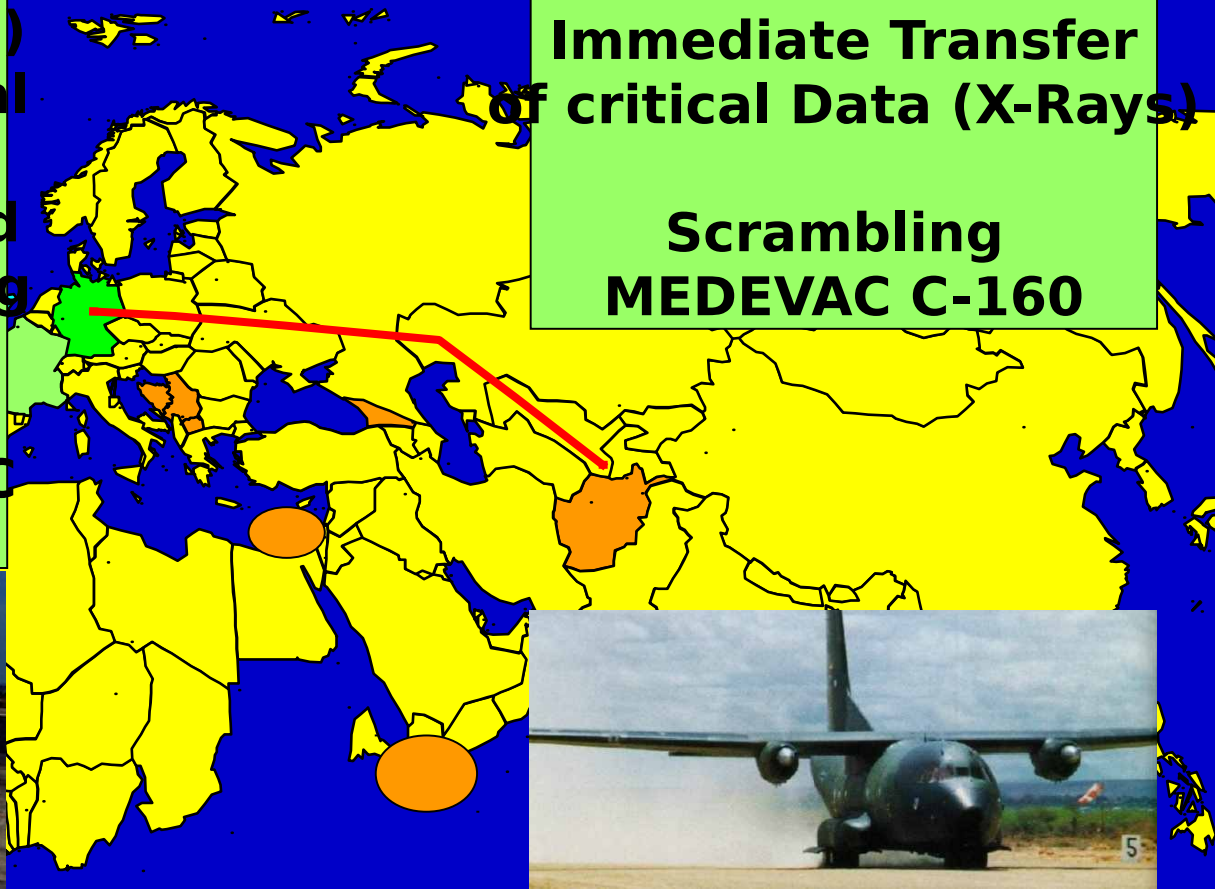
Scrambling MEDEVAC
Airbus to TERMEZ



Action in Kabul:

Immediate Transfer
of critical Data (X-Rays)

Scrambling
MEDEVAC C-160



BUT ...



Lessons Learned the Hard Way

Be unpredictable in Operations & Movement

Take Force Protection Seriously

ID & Patrol Critical Zones

Use Armored Carrier

Security Checks

Immediate assessm. of all signals



Quick Reaction to potential Warning Signals



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Summary

- **"Lead Nation" by 2 Nations was a first-timer**
- **Relieving a Team in Place helps**
- **Structure & procedures were adequate for the mission**
- **Initial "Hickups"**
 - **Defining Roles & Responsibilities**
 - **Discovering Info Ops as Force Multiplier**
 - **Standardizing back-up systems due to incompatibility of communication systems**



Summary

- **Plans & Doctrine**
 - **Long years of common development of NATO Joint Doctrine had an immense positive impact on tempo and cohesion of the coalition**



Focused Recommendations

Issue a clear & precise guidance

Use established and well known principles

Factor time in the process over all levels

Share your burden - use all available assets

**In complex situations
Strategic Thinking is Dynamic Thinking**



Lessons Learned ISAF III



Questions?